A Study of the Relationship Between Performance Appraisal and Motivation on Performance

A Case Study of Gwaram L.G.A Jigawa State

BY

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AD/13/PAD/038A

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A STUDY OF THE RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL AND MOTIVATION ON PERFORMANCE

(A CASE STUDY OF GWARAM LOCAL GOVERNMENT AREA, JIGAWA STATE)

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BEING A RESEARCH PROJECT TO THE DEPARTMENT OF PUBLIC ADMINISTRATION, JIGAWA STATE POLYTECHNIC, COLLEGE OF BUSINESS AND MANAGEMENT STUDEIS, DUTSE.

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APPROVAL PAGE

This project work has been dedicated and approval for the partial fulfillment for the award of advanced diploma in public administration.

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PRESENTATION

This project is presented to the department of public administration Jigawa state polytechnic college of business and management studies Dutse.

DEDICATION

This project is dedicated to my beloved parent's late Alh. Labaran Mohd. And Malama Aishatu Labaran My Wives, Brothers, Sister, Friends Sons, and Daughters for their serious encouragement have given to me throughout the period of my studies.

ACKNOWLEDGEMENT

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CHAPTER ONE

INTRODUCTION

In this chapter the researcher intended to give background of the study, statement of the problem, aims and objective of the study, research hypothesis, historical background of the study area, and definition of the concept.

BACKGROUND OF THE STUDY

An integral function of management is proposition and execution of preplanned programmes which promote and forward its workers behavior towards greater production or output and commitment to organizational goals. These preplan programmes are inform of inceptive drives, rewards, and desires the workers as expected information as a way of helping the workers to realize the personal aspiration, they brought along into the employment, over the years it has drawn on social and industrial psychologist that apart from the inherent instruct in man to work in anticipation of a reward usually in a monetary terms. Of the relationship between performance appraisal and motivation on performance.

There has to be programmes to act as additional stimulus on workers to put in more terms of output. Indeed, these programme, management scholar helped by industrial and social psychologist have theorized extensively what should constitute motivators among these theories that contribute extensively are Elton mayo, Abraham Maslow Fredrick Herberg, Douglas of the classical theorist of motivation. So in comparative relationship between performance appraisal and motivation on performance although they wrote from different socio-economic and cultural background what they wrote has universal application.

In comparative relationship between performance appraisal and motivation on performance has an inspirational connotation by management and followers to strike successively a greater productivity of an organization. Some people see that

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motivation as a major key factor which contributed to the development of an organization while performance appraisal also is contributed toward the development of organization numerous definition of motivation has been proposed which capture major aspect of efficiency and productivity of an organization.

Motivation is the process of accomplishment of organizational goals, while appraisal is the assessment of organization performance of the individual, this research investigated the extent it rendered its function at Gwaram local government area of Jigawa state.

STATEMENT OF THE PROBLEMS

Government like any other organization of the country is facing problems it is not easy to research all those problems but the major ones will be stated for the purpose of this study it has become a usual experience today that people critizing the management i.e. parastatals as regarded to efficiency and productivity of the attribute of the standard policies which regulate production and services to poor management.

AIMS AND OBJECTIIVES OF THE STUDY

The benefit can be achieved include providing advises to Gwaram local government area and the rest of organization within Jigawa state and general public on how to make their workers productivity through motivation. The research will use types of easy motivation propounded by so many writers like Abraham Maslow, Doglas McGregor, and Fredrick w. Taylor and Herbeg e.t.c. improving beneficial information to the Gwaram local government area.

The research will intend to find out what is mean by relationship between performance appraisal and motivation on performance types of motivation on how employees can be assess. Basically intend to give suggestions on how a worker

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interest can be improved on attainment of higher performance and efficiency through encouragement.

This work also intends to render useful recommendation to the manager of the nation or today manager and nation's economic and social institution the best of the concept that would greatly improve the work attitude and increase the output of Nigerian employees. However, interest cannot be contributed to the best of their ability. The objectives of the research consist of the following.

a. To find out the extend to which the relationship between performance appraisal and motivation on performance in organization.

b. Whether the relationship between performance appraisal and motivation on performance will be compared and contrast in Gwaram local government area.

c. To measure the effect of motivation and appraisal defects of de motivation to productivity.

d. To access and recommend correction in the proper measure of motivational and appraisal factors, if any Gwaram local government area of Jigawa state.

SIGNIFICANCE OF THE STUDY

The importance of this study cannot be overemphasized, the researcher is believe or optimistic that, his finding would be of great/utmost benefit to anybody who need to know something about motivation and appraisal in comparative in an organization as it relates to effective and efficient performance of duty by staff. It could also be important to students of various institutions who need to know more on relationship between motivation and performance appraisal.

However, this project can also be used by workers in both public and private sectors, at the countries economic who not aware of the importance of motivation, as it relates to performance appraisal in discharging their duties successfully and efficiency without any difficulties or hitch.

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1.6 SCOPE AND LIMITATIONS OF THE STUDY

The research was limited on how the relationship between performance appraisal and motivation on performance can be a key factor toward efficiency and productivity of an organization being carried out in Gwaram local government area of Jigawa state.

It is an easily be imagined, an inquiry of this nature entails much difficulties thus, problems were unavoidable in this project research.

I experienced social, financial, time, statistical problems, and period of the study.

i. Socially: I administered questionnaire but the attitudes of some of the respondents were uncooperative. I hand wanted to a reasonable number of face to face interview with officials and staff of the local government. In addition to the questionnaire system but the workers were simply too busy.

ii. Financially: my financial limitations also affect my ability to carry out side investigation work.

iii. Time: this was one of the major constraints as the project has to submit at the stipulated period.

iv. Date: due to under development it was too difficult to collect much of the statistical data I needed for up to date information.

v. Period of the study: this project was conducted from 2010 to 2011 academic session.

1.7 RESEARCH HYPOTHESIS

Hypothesis means a tentative answer to research problem, using two variables to test whether the statements are true can carry this out or not.

In this research, the researcher intends to identify the major hypothesis below: -

Ha: Motion can contribute to the higher level of efficiency and productivity of an organization.

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H0: Motivation does not contribute to the higher level of efficiency and productivity of an organization.

Ha: Motivation also does not contribute to the lower level of efficiency and productivity of an organization

Ha: Employees can receive the type of benefits entitle to them accordingly.

H0: Employees do not receive the type of benefit entitle to them accordingly.

8 HISTORICAL BACKGROUND OF THE CASE STUDY

Gwaram local government is a newly created local governments, it was among the 26 newly created local governments in former Kano state by the federal military government on 1st June, 1988. The local government was created out from the former Birnin kudu local government.

The study area is located southeast of Dutse, Jigawa state headquarters, it cover 85km distance from the state headquarters (Dutse). Gwaram local government borders from the east with Shira local government, from the southeast with Darazo and Ganjuwa local governments, from southwest with Ningi and Warji local governments all in Bauchi state. While from the west borders with Birnin kudu and Buji government in Jigawa state.

The local governments have five (5) districts namely: Gwaram, Fagam, Basirka, Zandama and Galambi districts. The local governments have total numbers of 74 village heads and with total number of 375 ward heads. Gwaram local government is among the most populated local government areas in Jigawa state. It has about 272,582 population according to population according to population census (2006) and out of which 139,299 are male and 133,283 are female) source; federal republic of Nigeria official gazette No 21,2007).

The most dominate people of the local government are Hausa and Fulani. Also the most dominate people of the local government are Muslims, which cover about 95% of the population of the people of the area and only 5% are Christians.

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The study area has approximate total land area of 2,193sqkm. It is blessed with a vest vegetable fertile land in some area of the local government there are found rocks located especially in Kafin- Fulani, Kila, Sakuwa, and Tsufuwar Gwaram villages, and there are two major rivers that across the local government.

A part of the industrial aspect, Gwaram local government has four (4) industrial centers namely:

i. Sara brown sugar industry;

ii. Sara groundnut processing industry;

iii. Old Gwaram ceramic pottage industry, and

iv. Sabuwar Gwaram women centre for making of pomade, soap and knitting activities.

Gwaram local government has various place scattered within the local government which serve as tourism area they are Farin Dutse forest reserve, Rabadi forest reserve, Zandam hill forest reserve, Dutse-Yawazo Fagam, Dutsen Farin Gadama, Dutsen Zaburan Chidiya, Gangare forest reserve, Matsango hill Chidiya and Changulan hill Yayari

Also the local government area is blessed with a number of raw materials and mineral resources scattered within the local government. Some of the resources are: clay soil for ceramic industry, brown sugarcane, and kaolin, precious striates Arabic gum, quart and so on

The area serve for multi-purpose economic activities despite it provisional administrative activities and other socio-economic activities likes farming, fishing, rearing of animals, and other economic activities are automatic mechanic, block making industry, farming and ranching of houses, weavings, shops and weekly market are some of the commercial and economic activities that can be found in the area. Also schools, place of worship (both mosque and church) play ground are to be fund recreation and as well as religious activities

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1.9 DEFINITION OF THE CONCEPT

The research will try and explain the major key words of the research, which lead the reader or the users of the research to understand clearly the important words in the research.

a. Employee: is a worker who agrees that of a salary or other remuneration he will provide his own job and capacity to perform his duty and service to his employer.

b. Efficiency: is the capacity of performing better job of an organization toward the accomplishment of organizational goals.

c. Productivity: this is the ability to provide better goods or services in any organization

d. Organization: this word come from organizing of a group or prepared of goals and objectives of an organization.

e. Performance appraisal: the manager's job is to achieve good result through the performance of the employee under him. He motivates his men to work hard at such level as to be able to achieve the objectives of an organization. Performance appraisal will emerge the strengths and weaknesses of the employee and on the basis of this appropriate remedial action such as training can be undertaking.

f. Compensation: compensation can be defined as the totally of the financial and non financial rewards that an employee receive for his labour or services. This includes his basis pay and other numerous financial benefits and incentives the total of which determines how he lives in the society.

g. Job evaluation: is the process of determining the value of a job within a firm relative to all other job in the firm. Job evaluation forms a reliable base on which money wage, rate money are established.

h. Development: is the concerned with specific programmes of action designed to prepare and groom a worker with particular education and training for higher responsibilities.

i. Training: is an organized procures by which people acquire knowledge or skills for a purpose. For example improve employees' abilities to perform a job in an organization.

j. On- the- job training: the majority of all training are carried out on the job whether it is skills, knowledge or attitude. This training is an essential function of the supervisor and management.

k. Off- the- job training: is the type of training conducted outside the working environment usually in classroom or other places of instruction.

10   REFERENCE

1. Alan, m. (1971), the manager and training, pitman publishing ltd, London
2. Auwal, Y.A. (2001), personnel management, lecture note, federal college of education, Kano.
3. Census (2006), deferral republic of Nigeria, official gazette No. 21.
4. Gwaram local government (1996), progress report, January – November.

CHAPTER TWO

2.1 INTRODUCTION

In this chapter the researcher intended to review some different thing about the relationship between performance appraisal and motivation on performance motivation, such as motivation, motivation operational chart, motivators, techniques of motivation and appraisal theories of motivation e.g. Abraham Maslow (the hierarchy of need theory), Hertbeing two factors theory, McClelland need theory, V.H. Uroom and his expectancy theory, Elton mayo and the law theory experiments, Douglas McGregor and the x and y theory, etc and special motivation techniques.

2.2 MOTIVATION

Motivation is a process of including an individual to perform a given task in order to achieve his and organizational objectives. Auwal y. Abdullahi 2001 Albert and others defined motivation as the process of moving oneself and others towards the attainment of individual and organizational objectives.

The essence of motivation is to stimulate an employee to abandon his personal goals and identify himself with an organizational objective. An employee is able to do this through the effort of the management to appreciate his effort by catering for his basic providing health facility to combat, ill-health, hunger and clothing his effort totally and identify himself to realize the objectives of an organization.

2.3 MOTIVATIONAL OPERATIONAL CHART

The list of motivation are in exhaustive as it is equally difficult to say that a worker will lease to be motivated on the satisfaction of one's need by another. A

need generated wants bringing tension which in turns leads to pattern of behavior or action aimed at curing satisfaction viz.

Need	Give rise to	Want	Tension
Which give	Action	Which	Satisfaction
Rise to	-	Given rise to	-

Table: 1: Need, Want, Satisfaction Chain

As explained above, motivation involves a chain of action. A need results in wants or goals sought, which give rise to tension in some unfilled designed this then causes action and eventually satisfaction of want. This is show in footnote; managing the Nigerian workers, Ejiofor, P.N.

.4 MOTIVATORS

The motivators are concerned with the job itself. The factors include opportunities for recognition, and achievement, challenging work, advancement and growth in the job. This existence will create feeling of satisfaction.

This in fact motivation an employment to give his best to the progress of his organization, equally, the environment of a business in which managerial performance is intelligent as effective tends too breed a desire for high quality man agreement in the entire system, Auwal Y.A. (2001).

5 TECHNIQUE OF MOTIVATION

Professor Abraham H. Maslow identified category of individual need in an ascending order of importance as follows: -

SELF ACTUALITY
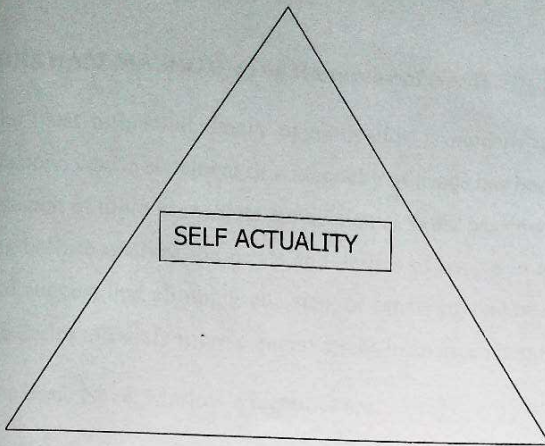
Table 2: Abraham Maslow's hierarchy of needs graph source.

Principles of marketing – phillp kotler, noted in brief that I practice, there can be no the hierarchy, will cease to motive for security may go along with the motive for social or belonging needs.

Rather the theory assumes the model of a situation where the worker or human beings are rational. If so them motivation are ordained in these patterns.

6 **THEORIES OF MOTIVATION**

Theories of motivation are the contribution of social and industrial psychologist to the subject of motivating theorist like Abraham, Fredrick Hertberg, McGregor Douglas and McClelland and pioneer writers on the subject whose work has shed more light on the content and topic of motivation. The other last three theories including modern writers on motivation like Uroom (1964), Lawler and porter drew their inspiration extensively from much and widely acclaimed work of Abraham Maslow on the subject of motivation.

.6.1 ABRAHAM MASLOW (The Hierarchy of Need)

The most influential theory of motivation is modern industry has been that of Maslow, whose statement of a hierarchy of needs has been the basic of much later research of more immediate application at work. Maslow's particular contribution has been to analyze the needs and desires of people in terns of a series of steps, and suggest that climbing one step, or satisfying one need, will generally lead to the desire to satisfy more complex needs in an ascending hierarchy.

The basic Need, Maslow's identities are: -

1. Physiological: - when a man is without food, food shapes his universe, since this is normally easily satisfied in an industrial society, it rarely important as a moving force for an individual in advanced countries.
2. Security: - man's preference is for a safe, ordered predictable world. He searches for the familiar and the know.
3. Belongingness and love need: - the need for friends, wife, children, express itself further in the importance of other people and groups, and the need both to give and to receive.
4. Esteem need: - the need to be confident, to have independence and to achieve is associated with manifestations of status, reputation, recognition, appreciation. Satisfaction of those needs gives a feeling of strength and adequacy, while denial leads to feelings of inferiority, weakness and the hopelessness.
5. Self actualization: - the individual needs to do what he is fitted for, and to be what he has it within to be , Alan, M. (1971)

Development of Maslow's theory

One commonly held group of beliefs about human nature and behavior can be summarized as follows: -

1. The average human being has an inherent dislike of work and will avoid it if he can

2. Coercion, direction and control are required to get people to put forward adequate effort

3. Most people prefer to be directed, have relatively little ambition, avoid responsibility and want security above everything, Alan, M (1971).

.6.2 HERBERT TWO FACTORS THEORY.

Hertberg two factors theory, workers motivation has two factors theory proposed by Fredrick's Herzberg and his (intergen in 1957). Job satisfaction and job dissatisfaction where views as appositive end of the same continue.

The need hierarchy of Abraham Maslow page 77, under Maslow hierarchy of needs organizational behavior 3rd edition by starke, G (1972). This means the something that cause job dissatisfaction, if removed would result in job satisfaction, for example, the general acceptance view.

Job Dissatisfaction	Job Satisfaction
Non Job Dissatisfaction	job Satisfaction
No Job Dissatisfaction	job Satisfaction

In the research, the engineers and accountants were to think and time when the felt especially good and bad about their job and details the circumstance leading to those feeling after analyzing their responses, Hertberg concluded that one group of fact was causing job satisfaction and the other group function causing job dissatisfaction. He leveied the farmers motivation' (which, when, present satisfaction) the two laters below indicates that motivators are generally related to

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job content (the environment) in which the job is farmed, Hertberg believes that job satisfaction and job dissatisfaction are different in Hertberg view.

It is possible increase job satisfaction without reducing job dissatisfaction and vice versa. Moreover, because of the job satisfaction (the motivators) and dissatisfaction (the hygiene) are known it is easier to predict the effect of change in any working conditions peruses change in job content. Two views of job satisfaction page 485 under Hertberg two factor theory.

Eight editions Harold knouts to further clarity that the Hertberg model the theoretical relationship between motivation and hygiene in the work environment are:

Motivation factors	Hygiene factors
Achievement	Company policy administration
Recognition	Technical supervisor
Advancement	Interpersonal relation
Work itself	Salary
Responsibility of growth	Personal life
Responsibility	Working condition, fringe benefit status

Likely to be concern with maintaining pleasant social relationships, to enjoy a sense of intimacy and understanding to be ready to console and help other to encourage and enjoy friendship interaction with others.

C. need for achievement: - people with need for achievement have intense desire for success and an equally intense fear or failure they want to be challenged set moderately difficult (but not impossible) goals for themselves, (but rather to analysis and problem), like to work long hours do not worry and unduly about failure to does accrued and tend to like run their own shows.

Robbits, H.R and Belling, o. Defence mechanism as alternative explanation of Hertzberg motivation, hygiene results journal applied physiological vol. 56, No 1, page 24 (January, 1972)

6.4 UROOM V.H. AND HIS EXPECTANCY THEORY.

According to victor Uroom (1964) to victor Uroom with what he called in this theory as a valence and expectancy drive. He says that the need motivation to work is based on the expectancy of workers of a reward. This is degree and motivation is a function of the force of expectancy and the later in term is depredation the attractiveness of the valence (reward).

By application human beings to tend to see beyond immediate out come and to assess outcome in term of the secondary result which would yield. To illustrate if any promised a reward of a car, if he increase my output by 20% my willingness to increase the output will not just depend on the attractiveness of the promise but my perceived portability and the secondary benefits sue increase in rewards will generate, such secondary expectation is a positive stimulant.

5 ELTON MAYO AND THE HAW THEORY EXPERIMENTS

While the works of the earlier enumerated theorists tend to centre. Mainly on the need of man as the impulse for action in positive and negative realms, there are schools that looked at the subject of motivation from the land point of human relations, interpersonal relationship and informal social cooperate group within the work setting. Holding much fame among these schools in Elton mayo and his Hawth work investigations, carried out at the western electronic company of Chicago between 1932 to 1972 the test were carried with the intention of finding out with effort of illumination, when different in bus degree on of social groups of workers were isolated the lighting condition of one was varied and the other held

constant it was however discovered that output was the sense for both group, Elton (1938), pp50-175.

2.6.6 PENSISLICKERT AND HIS 4TH SYSTEM OF MANAGEMENT

PREFERENCE

Also worthy of mentioning in this literature review is the human relations and points; his concern was increasing out put and performance via leadership or management style in relation to the workers. He noted that characteristics of the existing system is a worker environment supervised in a style that any super in propound important on the job instead of the worker there is emphasis on the worker's output within time standards.

He Says this Practice Theory x Assumptions: -

1. That the average human being has inherent dislike for work avoid it if he can.
2. As a result of those trails in men, people must be controlled, directed and threatened with punishment to get them to put forth adequate efforts towards the achievement of organizational goals and objectives.
3. The average human being preferred to be directed, wishes to avoid responsibility, and has relatively little ambition, wants, security above all.

Theory Y Assumptions: -

1. The expenditure of physical and mental efforts in work is an natural as plying or resting.
2. External control and threats of punishment are not the only way of bringing about efforts towards organizational goal, men well exercise self-direction and control in the services of objectives to which he is committed
3. Commitments to objective are a function of the rewards association with their achievement.

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4. The average human being heard under proper conditions not only to accept but to seek responsibility.

5. The capacity to exercise a relative high degree of imagination, ingenuity and creativity in the solution of organizational problems in widely not narrowly in the population

6. Under the conditions of modern industrial age, the intellectual potentialities of the average human are only partially vitalized.

.7 DOOUGLAS MCGREGOR AND THE X AND Y THEORY

All the extreme of all prudent theories on motivation that has much way in academic circle in Douglas McGregor's theory, phrased x and y, it is one theory that has the greatest effort on the value system and the programme of industrial psychologists.

a. Human nature

b. Relation and

c. Leadership style

He then divided people into these need categories, that is to say three categories of human cash of which must belong to these need groups that first category are those in achieving something and directs time and energy resources towards success. They have request for success and will strive towards it. This is because the failure McClelland then went on to postulate that workers as well managers in this group will prepare. The next category of people is in the power needs group this drive is for power, McClelland divided this need into three aspects.

a. Domination

b. Influence

c. Social relation

With the dominance needs, the palmary is to have or strive to gain access to the mean to control or influence events, decisions and persons tend not to be motivated by other needs.

Affiliation need is the desire for interpersonal relationship, those in this almost everyone to be in the good books at all socializing motivated then exceedingly. McClelland observe that people in this group many possibly not perform such, either as workers or managers. However, he further asserted that these needs may motivate people. He also recognizes the influence of parental care and childhood association as other factors that motivate people.

Techniques appropriately successfully applied by Harvard physiologies, B.F. skinner called either positive re-enforcement or behaviors modification, this approach hold that individual can be motivated property designing their work environment and praising their performance and that punishment for poor performance produces negative result.

Skinner and his followers analyzed the work situation to determine what cause workers to the why do and then initiate changes to eliminate trouble in some area and obstruction to performance. Specific goals are then act with workers participating an assistance promptly and regular feedback results is made available and performance improvement are reward recognition and praise, even performance does not have equal goals, ways are formed to help people and praise them for the good thing they do. It is also been highly useful and motivating to give people information on compound problems especially those in which they are involved.

Participation: one technique that has been given a strong support as the result of motivation theory and research is the doubt that only few people are not motivated by being consulted on action affecting them by being in on the act. There is also no doubt that most of people in the centre of an operation have knowledge.

2.7 SPECIAL MOTIVATION TECHNIQUES

Motivation: are those things which include an individual to perform, they may have induce higher pay a prestigious little on the office door, the acclaim or colleagues wards of praise, a host of this that give people of reason to perform motivational techniques are: money, economist and must management have tended to place more high on the scale of motivators while behaviors school trends to place it. Neither is probably right if money is to be managers should remember several things.

In the first place: money as money to be the most important factor to people who are still to develop and upgrading the family then the people who have already developed.

Money is an urgent means of achieving a minimum standard of living his minimum has a way of expending as people become influent.

For the second part it is probably fairly generally true an German as bring out that is must kind of business and other enterprises, money is actually used as a means of keeping an organizational efficiency stated on the primary as a motivator. This can see in of a making wages and salaries competition between various enterprises so as to attract and help people.

Positive re-enforcement: an interesting special application or motivation which has been introduced as a techniques of training it is the both of problem and solution to them, as a consequence the right kind of participation yield both motivation and knowledge valuable for enterprises success.

Participation does respond to a number of basic motivators, it is a means that give people a sense of accomplishment. As it will be recalled these are major

advantage of a well-concerned and well-operational system of managing of objectives.

But encouraging participation does not mean that manager abdicate their position which they encourage participation subordinate on matters where they can help while they listen carefully, on matter requiring their decision they must make those decision themselves best subordinate should have any alter ways few subordinate can ever have respect for a with superior.

CHAPTER THREE

RESEARCH METHODOLOGY AND PROCEDURE

INTRODUCTION

In this chapter the researcher will examine the research methodologies and procedure, population of the study area, test techniques of data collection, method of data collection and methods for analyzing the data collection.

RESEARCH METHODOLOGY AND PROCEDURE

Understanding is the process of arriving on the dependable solution to problems through plan and systematic collection of data. Where there is problem in the course of data collection, the project may be bound to look unreliable instrument and apply them judiciously in order to arrive at data that is convicting. The whole of my samples will be from Gwaram local government staff.

POPULATION OF THE STUDY AREA

The population of this study is that of Gwaram local government area, Jigawa state, whereby the local government staff were selected for sampling and the local government have seven department such as personnel management department, finance and supply (treasurer) department, social welfare and resources department, works and housing department, social welfare and community department, primary healthcare department and planning, research and statistic department. Each department has their own total number of staff. Personnel management department with 255 staff, finance and supply (treasury) department has 84 staff, agriculture and natural resources department with 94 staff, works and housing department has 139 staff, social welfare and community department has 118 staff, primary healthcare department has 352

staff and planning research and statistics has 60 staff; the total number of the entire staff of the local government is 1102.

4   TEST TECHNIQUES OF DATA COLLECTION

About 40 questionnaires were distributed (administered) to the staff of the local government.

5   METHOD OF DATA COLLECTION

There are so many methods of data collection some of which are better than the other, depending on the type of population or samples from which data are to be collected.

5.1   Primary Sources of Data

The primary data was collected in three forms: -

a. Survey: the survey was conducted in the study area in order to determine the area extent and place expected to cover.

b. Interview: this is another methods of collecting data in which the researcher ask the respondents series of question for the purpose of gathering more information

c. Questionnaire: - this method consists of prepared question to which the respondents are asked to give answer.

Thus, 40 questionnaires were prepared and distributed were to people in different departments of the research area (i.e. Gwaram local government area).

The essence of this research what is management thinks are its motivational programmes for the workers and later an analyze the responses from the works with a view to correlating both sides.

40 questionnaires were administered too respondents and collected back.

Sex	Responses	Percentage
Male	30	75%
Female	10	25%
Total	40	100%

Table 4

The aim of this question is to determine percentage which fails under the male sex. Means that there are more male staff than the female staff in the local government level.

2 SECONDARY SOURCE OF DATA COLLECTION

This constitutes relevant information obtained from newspaper, textbooks, and journals, past project work, internet write and information gathered from the local government service commission in order to add more information about the work.

3.6 SAMPLING PROCESS

The sampling survey that is an examination of some part of the population to make reference about the population. The local government (study area) has seven departments, from which respondents were randomly and carefully selected

A systematic random sampling methods was employed for sampling of respondents and a total number of 40 copies of questionnaires were administered across the seven department in the local government; as illustrated in the table below: -

S/NO	DEPARTMENT	NO OF RESPONDENTS
1.	Primary healthcare	10 Copies
2.	Personnel management	7 Copies

3.	Works and housing	6 Copies
4.	Social welfare and community development	5 Copies
5.	Agriculture and natural resources	4 Copies
6.	Financial and supply (treasury)	4 Copies
7.	Planning, research and statistics	4 Copies
	TOTAL	40

The table 5 above shows primary healthcare department has high number of respondents with 10 copies of the questionnaires, because the department has the high population figure followed, by social welfare and community department with 6 questionnaires, lastly agriculture and natural resources, finance and supply (treasury) and planning, research and statistics department with 4 copies of questionnaire respectively because of their lowest number of staff.

I intended to find out from the management what constitute their motivational programmes. All the respondents agreed that motivational incentives listed below constitutes their motivational package for the staff, these include:

High rate, wages, promotion based on merit, experience, additional qualification, provision of accommodation, free medical facilities, rent subsidies, better working environment, participate leadership, appreciation of job done or dedication.

3.7 METHOD OF ANALYZING DATA

The single percentage method of statistic was used to analyze data collected with the questionnaire present the responses of the respondents and the percentage responses were calculated with following formula:

$$\frac{\text{Number of responses}}{\text{Total number of respondents}} \quad \text{x} \quad \frac{100}{1}$$

3.8 REFERENCE

1. Ojo A.B. et al (2004) the essential of research for Nigerian educators, Raph publishing press, Kabba Kogi state.

2. Tijjani S.K. staff officer, Gwaram local government area, personal interview, on 25th June, 2009.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

In this chapter, the researcher intend to put the data collected across the readers for the project and analyze it is in such a way that they would readily understand the responses the researcher successfully obtained from his personal interview and questionnaires as well as personal observation.

4.2 DATA PRESENTATION AND ANALYSIS

This chapter is aimed at finding the result of questionnaires administered and interviews conducted with the respondents comments, piece to information to answers given by each respondent are tailed so as to give the number of both position negative or neutral responses given. The figures are the converted into percentage for clear understanding before considering testing hypothesis development in the chapter one.

A total number fourty is kindly completed questionnaires will he for analysis in this chapter.

Table 6 Q1 which age group you belong to?

Age	Frequency	Percentage
Less than 20	3	7.5%
Between 21 to 30	12	30%
Between 31 to 40	12	30%
Between 41 to 50	8	20%
Above 50	5	12.5%
Total	40	100%

Table 6 above shows the age range (group) distribution of Gwaram local government workers out of forty (40) taken as example we can see that 3 or 7.5% are less than 20% years, 12 or 30% are between 21 or 30 and between 31 to 40 years respectively, while 8 or 20% are between 41 to 50 years, also 5 or 12% are between 50 years old. In conclusion, I conclude that age distribution is in favours of most that are between 21 to 30 and 31 to 40 years of age these can respond positively towards motivational impacts on their works.

Sex	Responses	Percentage
Male	30	75%
Female	10	25%
Total	40	100%

Table 7 indicate that 30 or 75% of the respondents are male on the other side 10 or 25% of the respondents are female. The aim of this question is to determine percentage falls on the male sex; this means that there are more male than the female in the local government.

Table 8 Marital Status?

Status	Frequency	Percentage
Married	29	72.5%
Single	11	27.5%
Total	40	1005

From table 8 above, it can be seen that 11 or 27.5% of the respondents are single while 29 or 72.5% of the respondents are married, therefore, what motivated married people may not motivate someone who is single.

Table 9: Q4 what is your Educational Qualification?

Responses	Frequency	Percentage
1st School Leaving Certificate	5	12.5%
WASC/GCE O' Level	10	25%
HSC/OND/GCE A' Level	11	27.5%
HND/BSC	12	30%
MSc/Phd	2	5%
TOTAL	40	100%

This table above indicates the various educational qualification obtained by the respondents, it could be seen that 5 or 12.5% of the sample of employees are those that attended primary school level while 10 or 25% obtained WASC/GCE (O level), 11 or 27.5% of the sample are those who obtained MSc/Phd in various fields.

Table 10: Q5 what is your nature of work?

Responses	Frequency	Percentage
HOD	7	17.5%
Administrator	6	15%
Secretary	1	2.5%
Other	26	65%
Total	40	100%

Table 10 above indicates the different group of offices of various cadres of the respondents, the table shows that out of the sample selected for respondents to the questionnaire administered 7 or 17.5% are HODs 6 or 15 are directors, with 1 or 2.5% are secretary to the council will 26 or 65% are others in the various cadres within the local government council (authority).

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Table 11: Q6 how long have you been in the local government?

Responses	Frequency	Percentage
Less than 3 years	7	15%
Between 3 to 6 years	3	7.5%
Between 7 to 10 years	10	25%
Between 11 to 15 years	12	30%
Above 16 years	9	22.5%
Total	40	100%

From the table above, we can see that out of the forty respondents only 7 or 15% have been in the local government service for less than 3 years, 3 or 7.5% have been working in the local government between 3 to 6 years, also 10 or 25% of the respondents are working in the organization between 7 to 10 years, 12 or 30% of the responses are also been in the local government between 11 to 15 years and only 9 or 22.5% of the responses are in service or working for more than 16 years in the local government respectively.

Table 12: Q7 what time do you usually come to work?

Responses	Frequency	Percentage
Between 7:00 to 7:30am	10	25%
Between 8:30 to 9:00am	9	22.5%
Between 9:30 to 10:30am	17	42%
Others	4	10%
Total	40	100%

The table 12 above indicates the time at which most of the workers of the local government report on duty 10 to 25% of the respondents report between 7:00 to 7:30am, 9 or 22.5% report between 8:30 to 9:00am, while 12 or 42% report

between 9:30 to 10:30am, and 4 or 10% of the respondents report to duty or work on time.

Table 13: Q8 what can you say about your condition of service?

Responses	Frequency	Percentage
Fair	25	62.5%
Good	6	15%
Very good	4	10%
Excellent	5	12.5%
Total	40	100%

Table 13 shows that the respondents comments about their conditions of their service generally condition of service in this sense covers the whole work and the security that is the desire to free fair of such thing as jobless demotion or less or income etc.

Monetary attraction all give satisfaction to some extent to workers pension right medical benefit extra holiday which pay good, housing work environment etc all are part of the condition of service those as far concerned than half of the respondents explained that their condition of services only fair out of the forty (40) samples take 25 or 62.5% said condition of services is fair, 6 or 15% good, 4 04 10% dais very good while 5 or 12.5% of the respondents explained that their condition of services is excellent.

Q9: what in your opinion should the local government do to make its employees be contended with their work?

The above question is designed to show that, the different view of the employee many of the respondents explained that the local government should design a kind of employee employers work participation the ague that if employee participation in the decision making process of the local government. They will make into consideration that their effort are recognized this will

make them to be communicated to their worker secondly since they participate in the decision making process there is no way for them to come after some time carryout about any decision made by the local government. Some of the respondents are of opinion that the moment. Some people do not want to need to be constantly supervised, and instructed all the time because they feel uncomfortable to be supervised; they also regard close supervision as a lack of confidence responses of them by the management despite the training they received and the level of their experience.

Table 14: Q10 have you been promoted since you join the local government?

Responses	Frequency	Percentage
Yes	24	60%
No	16	40%
Total	40	100%

Table 14 above shows that, the respondents comment as regards been promoted since joining the local government could be seen that 24 or 60% of the respondents answered that they have been promoted, while 16 or 40% have not been promoted since they join the local government.

Table 15: Q11 what do you think are the critical use in promoting staff in the local government?

Responses	Frequency	Percentage
Seniority	7	17.5%
Training	8	20%
Performance	14	32.5%
Other consideration	12	30%

Total	40	100%

Promotion having along with if not just more money but a market or recognition if the individual performance consequently, in order to justify this recognition, the employee promoted outs in more effect in his work. Promoting out new life in the individual and activities this knowledge and the series harder to be effective in this new job, table 15 above indicate the criteria used in promoting the employee in Gwaram local government 7 or 17.5% of the respondents are of opinion that the local government use seniority in promotion, 8 or 20% believed promotion is done through individual performance and lastly 12 or 30% constituted those with the view that promotion is based on other consideration normally subjective like one who knows in the local government long leg or connection.

Table 16: Q12 have you benefited from any training programme or seminar concerning your field of specialization?

Responses	Frequency	Percentage
Yes	19	45%
No	21	55%
Total	40	100%

Money spend or training and development of employment is more well invested employee who have not received adequate training before being assigned with responsibilities, lack of necessary confidence with which to carryout the job, therefore, in the continuing effort to constantly maintaining a high level of skilled personnel at all the time, the training for senior and junior offices.

Table 16 above shows that 18 or 45% have benefit from training program, which 22 or 55% of the respondents are not benefited.

Table 17: Q13 do you think it is necessary to motivate workers so as to achieve organizational goals.

Responses	Frequency	Percentage
Yes	32	805
No	8	20%
Total	40	100%

Motivation is by means an indispensable too in the management therefore, for any organization to achieve it aims and objective; it must motivate its employee to work voluntarily towards the smooth operation of organization. Table 17 above clearly shows that motivation is very important in deciding sets objectives. 32 or 80% of the respondents are in view that it is necessary to motivate workers so as to achieve organizational goals will be even without motivating the workers.

Q14 if yes, please give suggestion on how you feel worker should be motivated?

Interaction to the above question, majority of the respondents are of the view that local government should mbark on various personnel responsibilities achievement and making work challenging. The programme should be allowed to run for at least 3 months to see its productivity and efficiency, only few respondents are of the view that the consolidation and to be considered as people more workers should also me motivated through and to be considered as people more workers should also me motivated through indicating that they are doing and are concern with their welfare, workers also know what they are doing and why also like a feedback in their performance like to be appreciation and recognized for their duty (work).

Table 18: Q15 how do you consider the relationship between workers and management?

Responses	Frequency	Percentage
Satisfactory	13	32.5%
Fairly satisfactory	20	50%
Unsatisfactory	7	17.5%

The success of an organization is not only measured in terms of amount of profit it would make, but also the degree to industrial pence that it could be maintained in the organization from the table 18 above 13 or 32.5% respondents regard the relationship between the workers and management is satisfactory, 20 or 50% are fairly satisfactory while 7 or 17.5% constituted that those who believed that the relationship between workers and management is unsatisfactory.

Table 19: Q16 are workers free to interact among themselves in the local government?

Responses	Frequency	Percentage
Yes	35	87.5%
No	5	12.5%
Total	40	100%

The above table shows that 35 or 87.5% of the respondents are of the views that worker are free to interact among themselves; on the other hand 5 or 12.5% of them are not interact among themselves. This is because some workers are put under close supervision for almost the entire duration of their time given no room for any outside interact with their colleagues.

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Q17 when do you usually receive your salary?

In reaction to this question 27 of the respondents that is 67.5% are mentioned that their salary are paid to them anytime from 25th to 30th of every month; while 13 or 32.5% of the respondents mentioned that most of the time they received their salary on the 28th of every month.

Table 20: Q18 does your salary alone serve as motivation to you?

Responses	Frequency	Percentage
Yes	11	27.5%
No	29	72.5%
Total	40	100%

Salary of money cannot serve as motivation whether in form of wages, piece of work or any other incentive pay. Salary is usually important and it is some how serve as enforce, but not motivation, it only keeps individual from being dissatisfied and from observing another job, table 20 above has show this only 11 or 27.5% of the respondents mentioned that their salary serve as a motivation factor too them, while 29 or 72.5% of the respondents indicate that their salary alone does not serve as a motivating factor to them.

Table 21: Q19 do you consider the pay package?

Responses	Frequency	Percentage
Adequate	12	30%
Fairly adequate	19	47.5%
Inadequate	9	22.5%
Total	40	100%

Table 21 above shows that 12 or 30% o the respondents consider their salary to be adequate while 19 or 47% fairly adequate and the other 9 or 22.5% of the respondents they consider their pay package to be inadequate to them.

Table 22: Q20 are you satisfied with duty assigned to you?

Responses	Frequency	Percentage
Yes	16	40%
No	24	60%
Total	40	100%

Question 20 in table 22 above indicates that the respondents comments are regarded satisfaction of the duties assigned to them 16 of the respondents that is 40% is regarded the duties assigned to them being satisfaction to them and they are satisfied with so far, while 24 or 60% are not like them, they are not satisfied with their duties assigned them.

Table 23: Q21 does the local government provide you with any welfare facilities?

Responses	Frequency	Percentage
Yes	21	52.5%
No	19	47%
Total	40	100%

Welfare facilities help in not small measures toward motivating employees (workers) and consequently leading to increase in rate or performance the welfare facilities provide by the local government as gathered include payment of medical expenses, I own you etc. I was made to believe that most of those

welfare facilities are only enjoyed by the senior staff of the local government only payment or medical expenses by the junior staff.

Also the table shows that 21 or 52.5% of the respondents indicate that enjoyed with it, while 19 or 47.5% they are not enjoyed welfare facilities provided by the local government.

Q22 do you think you have enough responsibilities and challenging work? If not briefly state your reasons,

About 18 or 45% of the respondents comment regarding they think they have enough responsibilities and they view that their work is challenging the work, while 22 or 55% said that they do not have sufficient power and challenging work. The reason given to some of them is that up still this movement. they claim that they only report expected of them and do not have believe in the value of what they are doing.

Table 24: Q23 how do you see the management in this organization?

Responses	Frequency	Percentage
Satisfactory	20	50%
Fair	15	37.5%
Poor	5	12.5%
Total	40	100%

The table shows that 20 or 50% of the workers (respondents) are satisfied with the management of the organization (local government), 15 or 37.5% were fair with the management, while 5 or 12.5% considered the management is poor.

Table 25: Q24 how do you describe the leaders generally?

Responses	Frequency	Percentage
Democratic	10	25%
Autocratic	25	62.5%
Laisser faire	5	12.5%
Total	40	100%

The above table shows that 25% of the respondents explained the leaders as democratic leaders, 25 or 62.5% of the respondents described them as autocratic leaders while the rest of the 5 or 12.5% of the respondents described the leader of the local government as laisser faire.

Table: Q25 do you have any cover time?

Responses	Frequency	Percentage
Yes	40	100%
No	0	0%
Total	40	100%

The above table indicates 100% of the entire respondents of the organization they have overtime of their working hours

Q27 to what advantage could you consider training in an organization? Training in an organization made the employees to have rest in their job thereby allowing the employee to work voluntarily in order to obtain the designed or desired objectives.

Table: 27: Q27 do you have union in this organization?

Responses	Frequency	Percentage
Yes	40	100%
No	0	0%
Total	40	100%

Table 27: Q28 above shows that, all of the respondents agree that they have union in the organization that is 100 percent agree they have.

Q29 what management of this organization towards efficiency and productivity of an organizational leadership?

The respondents advise the management of the local government to adopt a democratic leadership style, whereby the subordinate staff would have chance to take part in the management decision making.

Allowing subordinate staff by taking part in decision making would make them feel, free, comfortable and it is a motivational factor. Motivation is one of the functions of management, which help the management to stimulating to accomplish desired goals of the organization.

TEST OF HYPOTHESIS

It is proved that motivation can contribute to the higher level of efficiency and productivity. In Gwaram local government, the workers are motivated by provision of welfare service to 52.5% of the respondents and overtime allowances to 100% of the respondents. This induces the incoming and outgoing of the majority of the workers punctual time, and satisfaction with job assigned to them which resulted, the higher level of performance on the assigned jobs efficiency in the local government.

However, motivation does not contribute toward lower level of efficiency and productivity in an organization because promotion as a motivating factor determine lower or higher level of efficiency and productivity in an

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organization as indicated in table 14 where 60% of the respondents were promoted despite the facts that 62.5% of the respondents stated that the leaders are autocratic, still the efficiency and productivity has being increasing to maximum level.

Moreover, it is found out that workers of Gwaram local government receive benefits entitle to them accordingly as shows in table 23 where 100% of the workers receive their overtime fairly. Due to this, it is concluded that the local government provides benefits to its workers despite the problem of shortage of fund that local government face.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This chapter intended to give or make summary of findings, conclusion, recommendation, and placement and follow up, reference and appendix (questionnaire).

5.2 SUMMARY

This project is aimed at analyzing the various methods, which the Gwaram local government uses in motivating their workers or employees and its effects to employee. It was also find out or ascertain the impact of employee's satisfaction and performance in terms of productivity. Effective motivations of employees result to higher or increase job performance. And employee who is effectively motivated tends to be satisfied with his job.

When employees are not properly motivated, productivity is directly affected, when this happens, poor quality service of absenteeism and lateness is some sign of lack of motivation and lack of satisfaction on part of the employees.

For this purpose, relevant literature from the textbooks, different materials relating to motivation were discussed at the length. Among other areas reviewed include motivational theory such as Maslow's hierarchy of needs theory, Herberg two factors theory, McClelland need theory, Elton mayo and Haw theory, experiments, pensislickert and his 4th sister system of management performance, Douglas McGregor and the x and y theory etc.

In the collection of data the writer employed the method of collecting the necessary data in order to ascertain the satisfaction among the employees in Gwaram local government area of Jigawa state and also the motivational

techniques used in making those employees retain their jobs which in turn reduce labour turnover in the local government.

Information in the above issue or problem was collected by the use of researcher and interview method of data collection (on both the management and employee of the local government). All the methods used enable the researcher to collect a concrete comprehensive data on the topic, which were presented and analyzed in chapter three above.

5.3 CONCLUSION

One might wonder that why i spent so much time, energy and materials on the study of motivation as a techniques. Some people on the opinion that if a person is employed to do certain job, he will sure do it without ever question of motivation and motivational techniques. If he does not need to do job, he resigns. But the point here is ever if he is willing to do without efficient and productivity of the job doing to be done so that higher productivity could be done.

Also the researchers here wish to sum up the effect of motivation by the use of collecting data with particular emphasis on the responses obtained through the questionnaires and interviews. The researcher conclusion on the study is that: job performance in Gwaram local government area is an essential tool for the attainment of organizational goals and objectives. It should be emphasis that one of the determinations of behaviors is motivation, if employee's needs are not satisfied, this will result in resentment.

Employees deserve urgent attention at anytime on the basis of this hypothesis, three states that the use of fringe benefit, which involves better working condition motivate an individual to increase his performance on the job, while the null hypothesis is rejected, so that employee who are satisfied with their

fridge benefits being offered to them would not want tolerate their job for another.

When employees are dissatisfied with their place of work, the productivity in that organization will have a negative effect on the itself, and this could pose the organization good will and profits to be weakened and depressed. Thus, employees that work in the local government are with their jobs and hence labour turnover is not increased every day. Certainly, their satisfaction can be achieved when the basic needs are first satisfied and this varied from one employee to another.

By sitting certain motivational strategies and the worker to feeling more good quality more productivity, the work or will work conductively towards his duty, but at this stage motivation is only the work will not double the work but mot as he could have worked it motivation is present from the point of view of study conducted so far we can see that motivation is by no means an important concept in the art of management of today, it could also be seen that motivation factors pay less important in motivating employee the main factors of motivating employee include the delegation of authority, participation in decision making, training allowing the employee to move freely and interact with other.

5.4 RECOMMENDATION

From the research analysis and drawn, meaningful recommendations are here made by: -

1. Rewards: -

The local government should increase and other benefits (be more competitive) compare favourable with that of other organization such as privet sectors. The local government should introduce a proper and good merit-rating system,

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because organization with proper merit-rating system will make employees to show more sense dedication and commitments to their job.

2. **Facilities (Improve Working Condition)**

It is recommended that the local government should provide modern facilities for the employee in order to enable them to make meaningful use of their skills, because no matter how skillful an employee is, performance will be varied, if good working facilities are not produce.

3. **Decorations:-**

All offices needs to be furnished i.e. pointed and decorated with carpets, will clock and air conditioners, this is a further step forward in boosting employee morale.

4. **Training: -**

Training and development of employees should be maintained in order to increase their skills ability. It is also recommended that unqualified employees should send for training in order to acquire concurrent development as regard to their job (duty) and this can encourage them to wider their knowledge along professional line.

5. **Communication: -**

Communication is the line through which every organization strives, therefore, for communication to be effective and efficient in the local government; its bureaucratic nature of operations has to reduce to the barest minimum.

There is need for the local government to come out with goof an concrete way and method of communication system between one department to another. In addition, modern communication equipments should be installed in all officers so as to ensure good flow of communication.

6. **Human Relation: -**

I have observed that there has been a fair level of human relation in local government, thus, is well know that good human relation is among the essential attributes or quality, which each employee is expected to pass. In view of that, I here by recommending that, management of the local government should from a committee on human relation. The committee is to enlighten employee on the importance of good human relation and it impact of staff, in order to boost employee morale and local government set goals and objective.

5.5 PLACEMENT AND FOLLOW UP

Having state the job, the local government management keeps on workings and supervising of both the job and employee, there by motivating those deserve, sending some to training and transferring some as well demoting those that shows up productivity behaviors then at large terminate their appointment. I also suggested that the state should adopts the system of manpower planning (MPP) a process by which the organization ensure that it has right number of qualified people available at a right time, performing the job that are useful to the organization.

To make the problem shortage of management staff should: -

a. Make formulation organizational objective.

b. Increase wages, salaries of staff of stimulate the migration of staff. Finally, I suggested that the committee formed for this job should try to remove tribalism, sectionalism, and other sort of irregularities, also the motivation should not be given only to one part of the state of living the other part redundant.

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